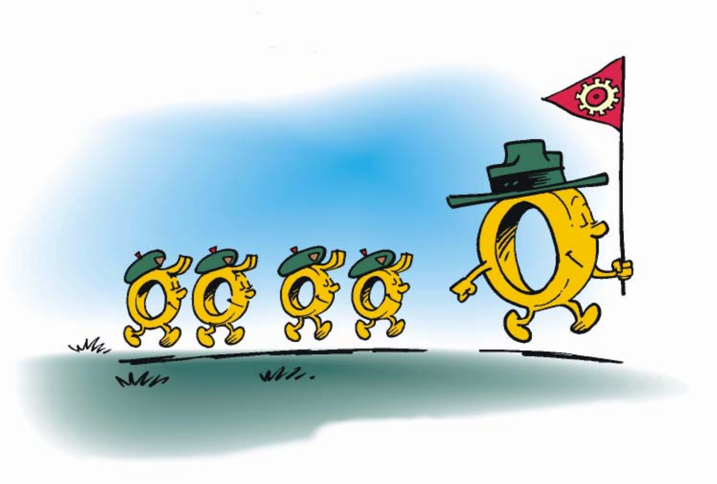
Change Leadership Skills



Tools & Techniques

Change Leadership Skills Self-Assessment

Purpose :

To help the Change Leader assess his/her change leadership skills.

Potential use :

1. Identifying the main behaviors and typical actions for each type of change leadership skills, thus helping the change leader understand concretely what is required in behavioral terms to lead change;
2. Helping the change leader become aware of his/her strengths and weaknesses on the three critical change leadership skills;
3. Providing the change leader with a basis to start planning the development of those skills which are missing or are less present.

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Timing :
As change leadership skills are critical to successfully implement change, this self-assessment should be completed early on in the change process in order to identify areas of improvement, if any. Also, the change leader might want to discuss his/her results on the self-assessment with the change sponsor or master change agent before he/she starts working with the team on the change initiative.

Step 1. Getting Ready for Change

Tools & Techniques

Steps:

1. **On the *Change Leadership Self-Assessment* are 30 statements describing various change leadership behaviors. Please read each carefully. Then look at the rating scale and decide *how frequently you engage in the behavior* described. Here is the rating scale that you will be using:**

   1 = Almost never
   2 = Once a while
   3 = Sometimes
   4 = Usually
   5 = Almost always

   In selecting each response, please be realistic about the extent to which you *actually* engage in the behavior. Do *not* answer in terms of how you would like to see yourself or in terms of what you should be doing. Answer in terms of how you *typically* behave - on most days, on most projects, and with most people.

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Steps (cont'd) :

For each statement, decide on a rating and record it in the blank to the left of the statement. When you have responded to all thirty statements, turn to the scoring key to calculate your score. Note that to each type of skills correspond 10 questions. For each type of skills you therefore have a possible range of 10 to 50 points (10: you almost never engage in those behaviors; 50: you almost always do).

2. **Once you have calculated your score on each of the three skills (refer to scoring key), you may go to the *Change Leadership Skills Action Plan* to build a plan of action to improve your change leadership skills; you might want to refer to the checklists *Development of Leadership Skills (Technical, Symbolic, Political)* for suggestions on how to develop and improve your change leadership skills.**

Tips:

The frameworks "Leadership Skills for Strategic Change", "Technical Skills", "Symbolic Skills" and "Political Skills" on pages ID-I-30 to 33 can also be used to build the plan of action to improve your change leadership skills.

Source: Adapted after Kouzes James M. and Barry Z. Posner, *Leadership Practices Inventory - Individual Contributor (LPI-IC)*, 1997

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Change Leadership Skills Self-Assessment

Instructions: **To what extent do you typically engage in the following behaviors? Choose the number that best applies to each statement and record it in the blank to the left of the statement.**

1 = Almost never 2 = Once in while 3 = Sometimes 4 = Usually 5 = Almost always

___ 1. I seek out challenging opportunities that test my own skills and abilities.
___ 2. I analyze future trends that will influence how our work gets done.
___ 3. I develop cooperative relationships with the people I work with.
___ 4. I set a personal example of what I expect from others.
___ 5. I praise people for a job well done.
___ 6. I challenge people to try out new and innovative approaches to their work.
___ 7. I describe a compelling image of what our future could be like.
___ 8. I actively listen to diverse points of view.
___ 9. I spend time and energy on making certain that people's actions are consistent with the values and standards that have been agreed on.
___ 10. I show others how it is in their long-term interests to work together toward a common vision.

(continued)

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Change Leadership Skills Self-Assessment (cont'd)

1 = Almost never 2 = Once in while 3 = Sometimes 4 = Usually 5 = Almost always

___ 11. I search outside the formal boundaries of my organization for innovative ways to improve what we do.
___ 12. I treat people with dignity and respect.
___ 13. I follow through on the promises and commitments that I make.
___ 14. I make sure that people are rewarded for their contributions to the success of our projects.
___ 15. I try to summarize complex information in an easy to understand manner.
___ 16. I do not hesitate to make public my admission if I was wrong.
___ 17. I keep in touch with reality, developing pragmatic and realistic strategies to accomplish the vision.
___ 18. I can remove or exclude individuals who are counterproductive to the change initiative.
___ 19. I build alliances/coalitions to support the course of action/vision.
___ 20. I ask "What can we learn?" when things do not go as expected.

(continued)

Change Leadership Skills

Change Leadership Skills Self-Assessment (cont'd)

1 = Almost never 2 = Once in while 3 = Sometimes 4 = Usually 5 = Almost always

___ 21. I publicly recognize people who exemplify commitment to organization's values.
___ 22. I experiment and take risks in my work even when there is a chance of failure.
___ 23. I am contagiously enthusiastic and positive about future possibilities.
___ 24. I give others freedom and choice in making decisions about issues that affect them.
___ 25. I take an active part in making certain that achievable goals, concrete plans, and measurable milestones are set for the projects and programs we work on.
___ 26. I find ways to celebrate accomplishments with my team.
___ 27. I take the initiative to overcome obstacles even when outcomes are uncertain.
___ 28. I speak with genuine conviction about the higher meaning and purpose of our work.
___ 29. I constantly communicate the direction which people should follow.
___ 30. I bargain successfully with groups and individuals.

Source: Adapted after Kouzes James M. and Barry Z. Posner, *Leadership Practices Inventory - Individual Contributor (LPI-IC)*, 1997

Change Leadership Skills

Change Leadership Skills Self-Assessment (cont'd)

Scoring Key

Instructions: Transfer your responses (ratings) on each of the questions on the space provided below. Then, add up your ratings to find out your score on each section. The maximum you can get on each section is 50 points; the minimum is 10 points.

	Technical Skills	*Political Skills*	*Symbolic Skills*
Q.:	1. ___	3. ___	4. ___
	2. ___	5. ___	9. ___
	6. ___	8. ___	13. ___
	7. ___	10. ___	16. ___
	11. ___	12. ___	21. ___
	15. ___	14. ___	23. ___
	17. ___	18. ___	25. ___
	20. ___	19. ___	26. ___
	22. ___	24. ___	28. ___
	27. ___	30. ___	29. ___
Totals:	_____	_____	_____